

ANNUAL REPORT 1979-80



Cambridge 350th
1630-1980

ANNUAL REPORT 1979-80



Cambridge ¹⁶³⁰⁻¹⁹⁸⁰ *350th*



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EXECUTIVE DEPARTMENT
JAMES L. SULLIVAN
City Manager

CITY OF CAMBRIDGE

CAMBRIDGE, MASSACHUSETTS 02139

Tel. 876-6800



To the Honorable, the City Council and Citizens and Taxpayers of Cambridge:

I am pleased to submit the attached annual report for the fiscal year commencing July 1, 1979 and ending June 30, 1980. Despite inflationary pressures the tax rate for 1979-80 was \$188.40, down \$.20 from the previous year. This was accomplished primarily by concentrating our efforts on maximizing non-property tax revenue. Cambridge Hospital and the Traffic Department both exceeded their revenue estimates for the fiscal year.

Significant advances in the area of economic development continued during the year with the major event being the start of construction of Cambridge Center in Kendall Square. Thus the long-delayed Kendall Square Urban Renewal project has commenced with the construction of the first building estimated at 19 million dollars and which over the next decade will see private development of approximately 250 million dollars take place in the area. Architectural and Engineering Contracts were signed for the roadway, bridge and canal improvements for the East Cambridge/Lechmere UDAG project. This project, which is funded by a 6.8 million dollar UDAG grant, is expected also to generate an additional 250 million dollars worth of development in this area. Land acquisition for the project will commence in the Fall. Thus, in the eastern end of the City, approximately 500 million dollars worth of private development is expected to take place in two major projects. This is an accomplishment unequaled in any city of comparable size in the country.

The City Council's passage of the Alewife's rezoning ordinance paves the way for realizing the maximum potential of this presently under-utilized area. This rezoning opens up for development the largest under-utilized area in the City of approximately 400 acres, the potential of which can stabilize the tax base for years to come.

On the financial side, the City underwent its first independent audit by a Certified Public Accounting firm to comply with Federal requirements. Having thus been updated to July of 1979 in an audit, it is the position of the City for the first time in recent history to continue with annual audits.

By establishing cash management as a priority, when interest rates reached approximately 20% the City was able to surpass its estimates for interest income by nearly 50% in fiscal 1980.

The aggressive tax delinquency program continued to maximize collection of back taxes.

Other notable events during the past year include:

- The completion of the 2.5 million dollar renovation and addition to the Fletcher School.
- The establishment of the Cambridge Animal Commission, a self-supporting department to license and enforce animal control.
- The occupancy of a new Public Works facility fully funded by Federal funds.
- The establishment of a 350th Committee to prepare for the celebration of Cambridge's 350th Anniversary.

Once again, the accomplishments of this past year were a result of cooperative efforts between City officials, employees and citizens. All three groups should be proud of what they have achieved for Cambridge.

Respectfully submitted,

James L. Sullivan
City Manager



*Front row, left to right, Councillors Leonard J. Russell, Sandra Graham, Mayor Francis Duehay, Councillor Thomas Danehy.
Back row, left to right, Deputy City Clerk Joseph Connarton, Councillors Walter Sullivan, Alfred Vellucci, David Sullivan, Kevin Crane,
David Wylie, City Clerk Paul Healy.*

City Clerk

The official city records began on March 29, 1632 when the first town clerk opened the Newtowne Book of Records. The clerk's office has registered every birth, death and marriage in Cambridge from 1639 to the present. The office also conducted the city's first official complete census, counting 1 571 residents in 1765. The vital statistics and other records maintained in the office provides an interesting and progressive history of the city's growth throughout the past 350 years.

	1846	1946	1979
BIRTHS	47	5080	2026
MARRIAGES	96	2289	1292
DEATHS	163	1856	1627

Today, when maximizing non-tax revenues is crucial, the clerk also collects fees ranging from sporting licenses to marriage licenses and recording fees for official papers such as mortgages and business certificates. Once again, the clerk's office has increased revenue, bringing in a total of \$58,149.21, 6% increase over 1978-79.

LICENSES AND FEES

Sporting licenses	\$11,376.55
Dog licenses	5,751.45
Marriages licenses	3,812.00
Sporting fees	284.45
Dog fees	676.55
Duplicate dog tags	6.40
Certified copies	27,625.06
Archery stamps	60.00
Sale of zoning	2,150.00
Waterfowl stamps	93.00
Transfer of dog tag	.25
	<u>\$51,835.71</u>

RECORDING FEES

Mortgages, etc.	\$5,191.00
Business certificates	449.00
Business certificates with.	22.00
Physicians	5.00
Filing of zoning petitions	500.00
DNA transcripts	30.00
Sale of general ordinances	40.00
Filing of going out of business sale	76.00
Married women's certificate	.50
	<u>\$6,313.50</u>

VITAL STATISTICS

Cambridge residents-Births in Cambridge . . .	457
Non-residents-Births in Cambridge	1,102
Cambridge Residents-Births Outside Cambridge	467
Intentions of marriages filed	956
Marriages recorded	1,292
Deaths recorded	1,627
Delayed returns of birth recorded	13
Affidavits of Correction of Births recorded .	181
Instrument recorded	1,462

Elections

Although the historical record of 1721 reported a minor scandal over two men accused of double voting during the election of a representative, no single authority was responsible for supervising the voting process until the 1921 establishment of the Election Commission. A rapidly increasing Cambridge population and new, more complicated election laws immediately justified the body's existence.

The Commission is composed of 2 Republicans and 2 Democrats appointed by the City Manager from a list submitted by the City Committee of each party. The Commission supervises the counting of the proportional representation method of voting, a complex procedure that may last up to a week. Implemented in 1940, PR ensures representation to minority groups and stimulates more citizen participation but demands a great amount of time and patience.

During 1979-80 fiscal year, the Election Commission supervised two elections. On November 6, 1979, 60% of the electorate voted in the Municipal Election. On March 4, 1980, the Presidential Primary attracted 53% of the city's voters.

In addition, the Commission conducted the annual street listing in accordance with the state law. The Commission continually strives to make it as easy as possible for citizens to register to vote. The offices at 362 Green St. are open each business day for registration, 22 sidewalk sessions were held in Harvard and Central Squares and neighborhood sessions in each ward were conducted before registration deadlines.

Animal Commission

On July 1, 1980 animal control was transferred from the police department to the Cambridge Animal Commission (CAC). All aspects of animal welfare, control and care are now centralized in one department. Two animal control officers provide day, evening and weekend coverage of the city, with enforcement of the leash/curb law, Ordinance 922, a primary concern. Citations are issued to owners of unleashed, uncurbed and unlicensed dogs. Revenue collected over a nine month period totaled \$15,913.

New legislation passed at the state level empower the CAC to begin licensing September 16, 1980. There are an estimated 15,000-20,000 dogs in Cambridge. Previous license years showed only 2,500 dogs owners licensed their dogs, so this aspect of animal law will be addressed over the coming year.

The Commission's low cost spay/neuter program is a great success with over 400 cats and 120 dogs altered. Forty animals have been placed in new homes through our adoption program. Pictures of animals for adoption are posted on the first floor of City Hall (next to City Clerk's office). Beautiful healthy mixed and purebred animal are frequently available for adoption. The Commission's other programs and services include humane education in the schools and cruelty investigations, both in conjunction with the MSPCA. The Commission has investigated over 30 cruelty/neglect complaints — from suspected training dogs for fighting to abandonment. Greater emphasis will be placed on persons who abandon animals (fine of \$500, one year in jail prosecuting or both).

Finance

One of the first governmental functions performed in the colonies was the assessment of property, originally handled by the town selectmen. The first taxes on 90 houses, farmland and cattle produced 40 pounds of town income. By 1830, the tax rate reached \$2.26 and the townspeople received exactly what they paid for: school houses and public buildings were few and cheaply constructed, streets and sidewalks were neglected and unlit, adequate sewerage was unknown, the entire fire department was voluntary and the police force consisted of 3 constables. As the city grew in both population and

wealth, strong demands were heard for public improvements and increased services. The city's financial affairs grew more complex and soon, officials were needed to monitor and manage municipal finances which approximates a large scale business venture.

The principal achievement in the Finance Department during FY 80 was completion of the first independent CPA audit of the City of Cambridge. The auditor's opinion stated that the FY 79 financial statements "present fairly the financial position of the City of Cambridge at June 30, 1979 and the results of operations for the year then ended in conformity with Accounting practices prescribed by the Commonwealth of Massachusetts". This opinion, known as an unqualified opinion or "clean opinion", was the result of some 10 months of professional examination of the City's books and records in accordance with generally accepted auditing standards.

Certain recommendations were presented by the auditors during and after the audit engagement. These recommendations are control-related, in most cases, and are directed toward the safeguarding of assets against loss from unauthorized use of disposition, and the reliability of financial records for preparing financial statements and maintaining accountability of assets. The concept of reasonable assurance recognizes that the cost of system of internal accounting control should not exceed the benefits derived.

SYSTEMS DEVELOPMENT

The City set goals and objectives prior to the beginning of the Audit regarding the upgrading and consolidation of the electronic data processing (EDP) service. These goals and objectives were modified as deemed necessary by management during and after the course of the audit, and in conjunction with the City's experience with EDP alternatives as we became aware of new options that we considered viable for the City. Some involved the service-bureau mode which would be an enhancement and consolidation of the City's direction in recent years. The principal advantages are that the City would not have to maintain either an EDP staff or software and would avoid negative implications that this suggests.

EQUALIZATION

One of the City's primary objectives in the coming year is to complete the Equalization Program under the immediate direction of the Board of Assessors. The Board now has a full complement and the pro-

gram is scheduled for completion by January 1, 1981 with new assessment figures effective July 1, 1981.

There has been a substantial increase in and need for management information, especially in the last two years. State and private agencies, Council members, department heads, and specialist within the departments need quick access to financial and associated statistical data. This fact alone makes it necessary for coordination of data gathering, input, storage and utilization. The Board of Assessors and their staff, with the onset of Equalization, become even more central to the process of tax billing, collection, recording payments, abatements, refunds, maintaining accurate receivable balances, etc. The automated data system for collection and storage utilized by the Assessors for several years will be compatible with the system configuration that is selected during the next few months.

AUDITING/ACCOUNTS PAYABLE

One of the principal beneficiaries of an upgraded data processing system will be the Auditing Department, Accounts Payable function. Management and operating personnel of the Auditing Department have

been involved since January 1979 the search for and evaluation of alternative systems. This evaluation has involved their participation in planning, site visits, documentation (software) review and definition of objectives and specifications.

One of the key tests during FY 80 was to use the tape output from the payroll service bureau as the input to the service bureau for the appropriation, expenditure and encumbrance system. Results were successful and bode well for "dedicated systems", such as the Assessors, being able to "talk to" the integrating systems.

BUDGET

The Budget Department continued to provide liaison and leadership between the Executive Offices and the other City departments in matters of expenditure control. Additionally, special research, analysis and reports by Budget personnel for internal and external (State, Federal and private agency) users, can be characterized by several examples: compliance with State tax cap detail requirements, public investment (capital project) expenditure control oversight, preparations of the annual programmatic report, completion

PURCHASING

The eight member staff is responsible for the purchase of all goods, supplies, and services for all City Agencies. A continuing effort was undertaken to insure greater efficiency and more timely processing of orders. A significant contribution was the development and implementation of an automated purchase order form which eliminates manual coding and is designed to reduce errors.

The department has compiled a listing of minority owned business firms and will prepare a manual

for all departments in an effort to broaden the City's commitment toward buying from minority owned firms.

Greater emphasis has been placed on co-operative bidding with other political subdivisions in an effort to take full advantage of the lowest possible costs for supplies. The trend towards contracting in large volumes and for new items, reducing the paper work and time involved, continued to show progress.

PERFORMANCE INDICATORS

purchase orders processed

1978-79

15 800

1979-80

15 200

1980-81

15 000

PERFORMANCE INDICATORS

bid openings supplies, materials
and services

1978-79

249

1979-80

270

1980-81

290

bid openings construction and
demolition

14

16

16

PERFORMANCE INDICATORS

contracts processed

1978-79

430

1979-80

410

1980-81

425

of data for Moody's Investors' Services report, assistance in preparing TAN, BAN and official disclosure for bond sales and participation in planning borrowing for public investment projects.

PERSONNEL

The Personnel Department planned for the City to administer the labor service independent of the State division of personnel administration; further expanded the computerization of personnel systems within the department; coordinated management, supervisory and clerical training programs for municipal employees and administered the employment program for the City. The payroll system was converted to an automated system during the past year.

The Personnel staff was also involved in planning for and carrying out negotiations with the eleven employee organizations. Negotiations with these organizations are continuing and may be concluded in the coming months.

TREASURY MANAGEMENT

The significant improvement in coordination among the Treasury Management, revenue and auditing departments has allowed more attention to timely

cash flow planning and investment management. During FY 80 when prime interest rates reached 20% for the first time, the priority of the cash management role increased dramatically from what it had been in previous years. The priority now is the accurate forecasting of expenditures (cash disbursements) in order to schedule investment maturities to coincide with major disbursements such as debt service and capital outlay for public investment programs. This involves close coordination of purchase order control and department bills payable schedules.

REVENUE

All revenue for the City flows through the Cashiers in this Division. Here it is reconciled and reports are prepared for the City Treasurer and Auditor on a daily basis. These show amounts of deposits and the distribution of funds as credited to each Department as well as to each taxpayer.

This Division has developed entirely new procedures for recording and reporting revenue for the City. Computer services for this purpose are now being actively used. The Revenue Division has cooperated with other agencies such as CETA and SCEOC in the training of Cambridge people and there has been a high degree of success in the placement of their trainees in the private sector.

TAX DELINQUENCY PROGRAM

On May 22, 1978, the City Manager publicly announced a comprehensive program to minimize future tax delinquency and to initiate an aggressive campaign to collect unpaid taxes. Thus far, effort has

been concentrated in the collection of overdue property taxes where the revenue potential is greatest.

The following chart lists the delinquent collections since the tax delinquency program has begun:

CATEGORY

personal property taxes	\$ 4,153.19	\$ 44,804.05	\$ 9,144.33
real estate taxes	338,216.68	1,959,531.85	1,311,777.99
tax title redemptions	20,952.97	729,436.89	727,426.71
sale of tax possessions	-0-	11,000.00	30,000.00
in lieu of delinquent taxes	313,585.68	19,000.41	-0-
TOTAL	\$676,908.52	\$2,763,773.20	\$2,078,349.03

Notes: ¹ May 1, 1978-June 30, 1978

² July 1, 1978-June 30, 1979

³ July 1, 1979-June 30, 1980

The B&M Railroad is the City's largest tax delinquent. The Railroad owes over \$3 million for taxes and interest for as far back as 1964. The City's claim against the Boston and Maine Corporation is second behind the administrative claims of bankruptcy reorganization. Trustees of the B&M are attempting to convince the City to settle for a portion of the taxes that remain owed.

In addition to collecting back taxes, a major effort is underway to improve the management of the account receivables by utilizing improved billing and data processing systems. During fiscal year 1979-80 the City completed development of a customized computer system to help speed-up the tax title process. During 1980-81 the City will be extending this on-line computer capability to its five major accounts receivables (real estate tax, personal property tax, motor vehicle excise tax, water and sewer service charges). As a result the City expects to raise the annual percentage of collections for all major revenue accounts.

The City currently has approximately 100 tax title accounts that are pending foreclosure action. The vast majority of these should be paid in full during the course to the next year.

It is unlikely that the City will receive any more than 1 or 2 foreclosures because the amounts owed for back taxes are much less than the property's value. Only when the unpaid tax approaches or exceeds the market value of the property will it be abandoned and sold for taxes. Most delinquent properties in Cambridge owe less than three years of taxes.

Retirement System

The Cambridge Retirement System had its beginning in 1920 when the City Council established the Municipal Pension Fund to administer all pension payments. In 1948, the Cambridge Retirement System became mandatory as all permanent city employees had to contribute 5% of their salary after the first six months.

In 1949, the City paid out \$587,336 to 457 pensioned employees. In 1979, the Pension fund was \$6,805,140 in a system that numbers 3049 active members, 141 inactive members and 984 contributory pensioners. As of December 31, 1979, the total assets of the Retirement System were \$26,670,225.

Total amount earned from investments in 1979 was \$1,879,235. The interest rate on members account for 1980 is 6.7%. The three member retirement board is assisted by a 5 person staff.

Arts Council

The Cambridge Arts Council was created in 1974 by the City Council with a broad mandate to improve the quality of life in the City through the arts. Funded initially by the National Endowment for the Arts and the Cambridge CETA office, the Arts Council continues to raise 80% of its total budget from federal and state grants and private contributions. In its brief history, the Arts Council has established ongoing quality arts programs which have received national recognition. The programs are designed to enhance the physical appearance of Cambridge as well as benefit the city's diverse cultural and ethnic population. The Arts Council also serves the artistic community with grants, exhibitions and employment opportunities for artists of all media.

In recognition of Cambridge's 350th anniversary, the theme for the 4th Annual Cambridge River Festival was "A City Celebrates: 350 Gifts for 350 Years", with opening day ceremonies highlighted by the cutting of a 25-foot long birthday cake decorated with a map of Cambridge. In the months preceding the Festival, artists worked with community groups, school children and senior citizens to create Festival projects for the parade, community events and neighborhood permanent artworks. Major neighborhood events took place throughout the city: the Children's Festival in North Cambridge, a Street Dance in Harvard Square, and multi-cultural Festivals in Central Square and East Cambridge. The daylong, final day festivities along the banks of the Charles River broke past attendance records, attracting thousands to enjoy the Gospel Tent, the Boy Scout Camporee, Senior's and Children's areas, the parade, the Fire Department's water sculpture, the decoration of the floating birthday cake, and hundreds of music, mime, theater, and dance performances.

During the past year, the Arts Council published the Cambridge Art Map, the first comprehensive listing of artworks and art resources in the city. The Council also published a collection of oral histories by Cambridge women, entitled "From Hearing My

Mayor Duehay and City Councillors David Wylie and Walter Sullivan officially begin the 4th Annual Cambridge River Festival by cutting the 25-foot long City Cake. In recognition of Cambridge's 350th Birthday, the theme for the 1980 Festival was: "A City Celebrates: 350 Gifts for 350 Years." (Photo, Eric Baden)



Mother Talk". Funding has been received from the National Endowment for the Humanities to continue the collection of oral histories next year in a project involving Cambridge youths.

The Community Arts Program provides on going, yearlong quality arts programs to the Cambridge community. Five Artists-in-Residence worked in schools, senior and community centers, nursing homes and libraries, conducting workshops in photography, painting, drawing, poetry and video. A collaborative art program was implemented among COPA, East Cambridge Boys Club and Just-A-Start. An exhibition exchange between Harvard's Fogg Art Museum and the Art Department of the Cambridge Public School System was facilitated. The Arts Council granted \$30,000 to nine Cambridge arts groups for quality participatory arts programs in low-income neighborhoods.

In 1979-80, the Arts Council commissioned 35 permanent artworks throughout the city, including murals, sculptures, banners, stained glass windows and ceramic tile mosaic panels. Arts on the Line, in its second year, was funded by the MBTA to continue its work of overseeing the art program for the Red Line Northwest Extension. Thirteen local artists were commissioned to create permanent works for the 3 new subway stations. A 5-week exhibition of the artists proposals held at MIT's Hayden Gallery broke all previous Gallery attendance records. Over 5,000 people viewed the work including Joan Mondale, the wife of Vice President Mondale. An 80-page report of the program was submitted to the Urban Mass Transportation Administration to be distributed nationally as an incentive for future arts and transportation programs.

Law

Up until the late 19th century, the city hired a lawyer each time the need for legal services arose. An 1872 ordinance first created the office of City Solicitor as government became more complex and the volume of work increased.

In fiscal year 1979/1980, the Law Department's activities again primarily focused around litigation. Approximately 120 civil law suits were commenced against the City in the Trial Courts of the Common-

wealth and the U.S. District Court in which the Law Department filed appearances in defense of the City.

Since the Massachusetts Governmental Tort Claims Act became law, the City has been subjected to numerous claims to which it was immune in prior years. In fiscal year 79/80, this department handled approximately 160 separate claims which included participation in a hearing process involving individuals, attorneys and city officials.

The Law Department represented the City in Approximately 125 claims which were heard by the Committee on Claims of the City Council.

The department is responsible for the handling of workmen's compensation claims brought by employees from all departments of the City. Workmen's compensation cases involve extensive administrative work as well as investigations and hearings at the Industrial Accident Board. Approximately 225 workmen's compensation claims were handled in fiscal 79/80.

The aforementioned enumeration of law suits include representation before the Appellate Tax Board, Contributory Retirement Appeal Board, Civil Service Commission, Massachusetts Commission Against Discrimination, Equal Employment Opportunity Commission, Massachusetts District Courts, Superior Court, Appellate Division of the District Court, Appeals Court, U.S. District Court, First Circuit Court of Appeals and the U.S. Supreme Court.

The Law Department was successful in obtaining an order from the Court placing 38 parcels of real property into receivership in order to remedy the outstanding building code and sanitary code violations. The owners of these properties incurred expense in excess of \$600,000.

Several other suits involving claims in excess of \$500,000 were dismissed by the Courts without the payments of any funds by the City.

During fiscal 79/80, the department also represented the City in several unusual and complicated real estate transactions. The City sold several properties and was involved in the subdivision and sale of house lots on the site of the former Russell School. The department was also involved in the negotiations and drafting of several leases involving various City properties.

The department also services all department heads of the City by providing written and oral opinions and advice.

flammable thatch-covered roofs, fires were frequent in colonial Cambridge and citizens began to organize "fire societies" for neighborhood protection. Each local group purchased a very primitive fire engine to fight the fires, which were occasions for the entire community to turn out to meet the common danger.

The first official Cambridge Fire Department was established by an act of legislature of 1832. The bulk of the manpower remained volunteers and the equipment consisted of one hand ladder truck and six hand engines placed throughout the community from East Cambridge to River Street to North Cambridge. All was not work, however; in the mid-nineteenth century, the engine houses served as a center for nightly neighborhood gatherings, providing the setting for community functions ranging from dances to political meetings.

Shortly before the Civil War the first horse-drawn steam engine went into action and by the 1890's all the old hand engines were replaced. During this period, the city hired its first full time chief, Thomas J. Casey, who transformed the department into one of the most efficient in the state in his 21-year tenure. By 1921, all the horses were gone, and chemical motorized engines ushered in a new age in fire-fighting.

The 1946 Centennial Report called the Fire Department "the only City Department fully equipped to cope with any catastrophe", a claim borne out by the squads' central role in the Haverhill floods of 1936, the hurricane of 1938 and the blizzard of 1940. By that time the once all-volunteer staff had grown to 215 full time men.

In the last 2 decades new construction and more congestion brought challenges to Cambridge firefighting. The department continued to utilize new technological improvements and innovations, becoming one of the first cities in the Commonwealth to install a complete two-way radio system, as well as establishing a rescue squad. In 1963, one of the most spectacular and dangerous fires in city history occurred on Easter Sunday, when a 119-year-old seven-story meat packing plant erupted in East Cambridge driving hundreds from homes. The Fire Department responded with 9 engine companies, 9 hose wagons and 4 aerial ladder trucks.

Last year, Chief Daniel Reagan's Department responded to 8,291 calls, a slight decrease from the previous year. The Department budget of \$7,148,300 supports 312 men, including the recently-created Arson Squad. The six-member team investigated all fires of suspicious origin within the city. Graduates of

Fire

Three hundred and fifty years ago, each Newtowntowne resident was required to keep two leather buckets and a ladder, relying on himself and his neighbors for fire protection. The cry of "Fire" would bring every man rushing to form a bucket brigade from the nearest water supply. With the highly-



Firemen fight three alarm fire on Huron Avenue in eight degree cold.



Engine Company No. 5 responds to 2-alarm fire at 877 Main Street.

the National Fire Academy and the State Police Academy, this squad has been directly responsible for a number of arson convictions.

The past year, the department has been training in the use of fog and foam for liquid spills and will host an area drill on LPG and LNG spills. The Somerville tank car incident proved the necessity for this city to continue its study of disaster planning and training.

The Fire Prevention division, while continuing the residential inspection program, is emphasizing industrial inspections. This division reviews all plans for new construction and major renovations, and works closely with all city agencies in code development and enforcement. The use of explosives for MBTA blasting is also overseen by this division via a weekly report submitted by the contractors.

	<u>77-78</u>	<u>78-79</u>	<u>79-80</u>			
TOTAL ALARMS	8252	8462	8291	EMERGENCY		MUTUAL
FALSE ALARMS	1158	1445	1316	MEDICAL	FALSE	AID
	FIRE DUTY & OTHER SERVICES			SERVICES	ALARMS	RESPONSES
77-78		4684		2151	1158	259
78-79		4688		2066	1445	263
79-80		4626		2146	1316	203

Police

One of the city's first official acts was the creation of a municipal police force, an idea that was far from unanimously welcomed by 1846 Cambridge. Although the first constable came on duty in 1632,

there were only 3 policemen, one in each village, in 1845. The city had grown to 12,490 with rapidly growing property values but many residents saw no need for an organized full-time police department,

considering it a restriction of liberties. Even Mayor Green was quoted in favor of abolishing the police: “Let every man keep a dog instead”.

The first department was composed of one policeman with seven constables and seven watchmen. The entire budget for “Police and Watch” was \$2,017 or 5% of city expenditures, with the biggest enforcement problem being reckless driving, particularly on Sundays.

In 1859, the title “Chief of Police” was first used for the policeman in charge of the City’s “lock-up”. The first distinguishable uniforms appeared in 1868, and included a blue high stovepipe hat. By this time, the police force was accepted as an essential municipal service and grew in proportion with the city’s 19th century population boom. By 1896, the force had grown to include one chief, 3 captains, one inspector, 8 sergeants, and 82 patrolmen. In 1913, Cambridge maintained a larger police force than any other city its size.

The 100th anniversary of the Cambridge Police Force was observed in 1946 with a roster of 229 sworn personnel and a budget of \$632,579 or 6.3% of total city expenditures. Today, the Police Department presently has 278 positions filled and a budget of \$7,166,580. The further following data indicates how the workload of the Police Department has increased tremendously in the past 34 years while the manpower level has not been increased at anywhere near the same rate.

	1946	1980
MOTOR VEHICLE ACCIDENTS	886	4 489
REVENUES COLLECTED	10 471	389 355
VALUE OF PROPERTY RECOVERED	4 861	99 481
JUVENILE REFERRALS	122	1 145
NUMBER OF MAJOR CRIMES	850	8 130

The only way the Cambridge Police Department can absorb this increase in workload with a relatively smaller force is through continued diligence of the patrol force and improved administration and management support. Some highlights of the most recently planned or implemented improvements include the following:

1. A new incident reporting system increases accuracy and reliability of information collected by patrol forces.
2. Creation of Crime Analysis Unit issuing daily crime bulletins emphasizing particular trends in crime incidents and suspect information.
3. Automation of billing, collecting, payroll functions of police detail office.
4. Priority dispatching and “call stacking” result in freeing up patrol time and allow for more complete coverage of the city at all times.
5. Renovation and equipment purchase for Communication Center that will increase the quality of radio transmissions as well as joining other Greater Boston communities in a regional radio network.

Building

On March 18, 1863, the first step was taken to regulate building construction through an ordinance that required all applications to build be filed with the Mayor and Board of Aldermen. But it was not until 1885, after a number of sporadic and unsuccessful regulatory attempts, that a new building ordinance creating the office of the Superintendent of Public Buildings and Inspector of Buildings was passed. On July 1, 1897 a new building ordinance was adopted and remained in force until Zoning and Building Code was adopted in 1924.

New materials and new methods of construction make it necessary to rewrite the code periodically.

The State Legislature, in 1972, established the State Building Code Commission for the adoption and promulgation of a Uniform State Building Code and on January 1, 1975 the “Commonwealth of Massachusetts State Building Code” became the Code for the entire State, thus eliminating numerous discrepancies prevalent in the various city and town codes. Today, the entire State operates under the same Building Code and Zoning Regulations.

During 1979-80, the Building Department was essentially a self-sustaining operation. Allotted \$308,475, the Department brought in \$306,549, an increase of 79% over 1978-79 revenue. This is due



CAMBRIDGE

PARADE – WORLD WAR 1 SERVICE
MEN CENTRAL SQUARE
1919-20
(Photographer Unknown)
Source (Collection of Raymond Patten)

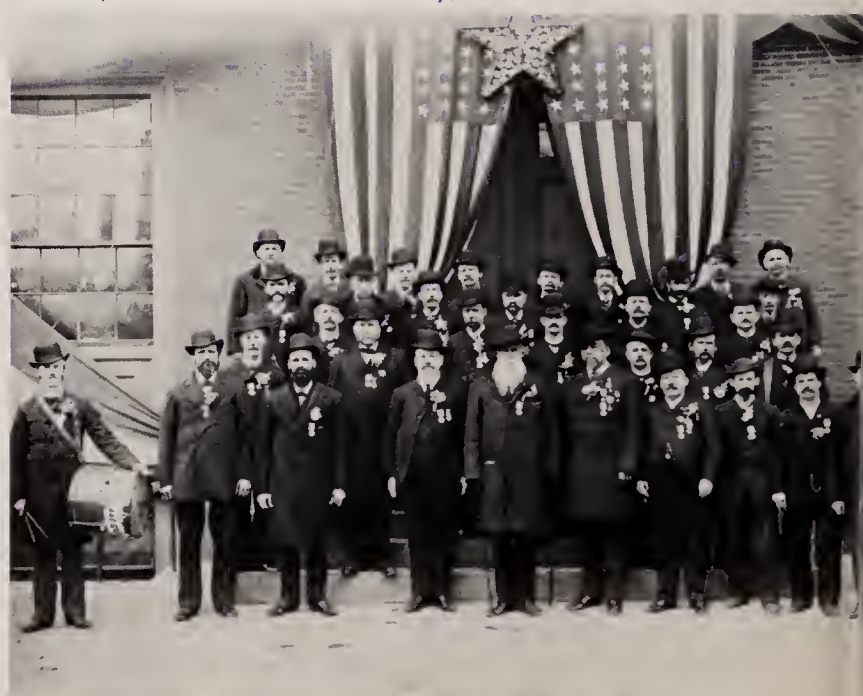
HARVARD SQUARE FIRE STATION
DATE UNKNOWN
(George H. Moore, Photographer)
Source (Collection of Mary McKenna)



SLEEPER SCHOOL 36 DUDLEY STREET / DATE UNKNOWN
(Photographer Unknown) Source (Collection of Emily Broussard)



OFFICERS – GRAND ARMY OF THE REPUBLIC POST 30
DATE UNKNOWN (Photographer Unknown)
Source (Collection of William C. Coway)



YESTERDAY

HARVARD SQUARE 1360-1342 MASSACHUSETTS AVENUE LATE 1930's
(K.A. Dawson Photo Studio) Souse (Collection of Kenneth A. Dawson)



CAMBRIDGE POST OFFICE CONER: BOYLSTON & BRATTLE STREETS DATE UNKNOWN
(Photographer Unknown)
Source (Collection of Grace Leary)



CONSTRUCTION OF SUBWAY CENTRAL SQUARE 1908 – 1909
(Photographer Unknown)
Source (Collection of Cambridge Savings Bank)



WEST END STREET RAILWAY NORTH CAMBRIDGE C-1892
(Photographer W.C. Whitcomb)
Source (Collection of Donald C. Presho)

largely to increased fees and new construction in the Harvard, Kendall and Lechmere areas of the City. The

total number of inspections for 1979-80 was 42,341, a 5% increase over the previous year.

	Building	Plumbing	Gas	Wire	Heating	Elev.	Zoning	Air Cond.
Number of Permits	1076	1191	960	1623	195	1178	75	30
Number of Inspections	3946	4860	2015	7863	585	1113	60	72
Number of Violations	385	—	—	342	—	—	—	—
Number of Complaints Investigated	460	85	48	650	40	86	73	—
Number of Places of Assembly Inspected	243	—	—	512	—	—	—	—
Number of Special Reports Nursing Homes, Etc.	85	—	—	—	—	—	—	—
Number of Requested Inspections	300	4860	2015	349	585			72
Special Reports, Fire Dept. Etc.	87	—	—	—	—	—	—	—
Number of Tests Made	—	—	—	—	—	1027	—	—
Sign Inspections	128	—	—	—	—	—	—	—
Court Hearings	30	—	—	—	—	—	3	—
Project Reviews	230	—	—	—	—	—	157	—
Appeals to Board of Zoning	—	—	—	—	—	—	75	—
Information and Referral	1572	—	—	—	—	—	1000	—
	8542	10996	5038	11339	1405	3404	1443	174

Weights and Measures



Sealer of Weights and Measures Robert Laffin conducts accuracy test on weighing device.

In colonial times, the weighing of hay and other farm products was an important function of municipal government. Shortly after the city was incorporated in 1846, the office of Sealer of Weights and Measures was established by ordinance. The office has had to keep pace with changes brought about by twentieth century technology: pre-packaged foods, oil tank trucks, self-service markets and electric price-recording gas pumps.

Though its personnel is relatively few, the function of Weights and Measures continues to be among the most important in government. Nearly half the income of the average family is spent on items which are bought according to their weight and measure. The goal of the department is not only to protect the consumers but also to protect the businessman for a bad scale can ruin a business faster than it can ruin the consumer. Frequent inspection of weighing and measuring devices is the only proper safeguard because the instruments can go bad without warning.

scales sealed	748
scales adjusted	139
scales not sealed	28
weights sealed	1,018
gasoline meters sealed	360
gasoline meters adjusted	30
gasoline meters not sealed	6
oil and grease measures sealed	25
taxi meters sealed	254
fabric measures sealed	6
yardsticks sealed	11
retests of gasoline meters	417
clinical thermometers	293
home heating oil deliveries	624
total inspections	12,202
income	\$6,189.60

Electrical

Kerosene lamps lit the streets of colonial Cambridge but only until midnight and only on moonless nights. Gas lamps eventually replaced the kerosene but it was not until the 1887 invention of electric lights that the streets were lit all night, every night.

The earliest electrical system in the city, however, was the fire alarm system installed in 1869 and consisting of fifteen miles of wire. The first alarm sounded in Cambridge (and the first false alarm) on September 22, 1869.

The Electrical Department was officially established in 1899 when the offices of Inspector of Wires, Superintendent of Police and Fire Alarms and the Superintendent of Street Lights were consolidated. At that time, barely one thousand lights lit the city roadways. As the number of streets increased, electric street lights were installed and gas lamps were gradually replaced. The city centennial year saw the Electrical Department involved in a major five-year modernization plan to upgrade and renovate the city 3000-light system.

Today, street lighting, pedestrian and park lighting are being carefully reviewed in the hopes of saving money and energy. Fuel changes continue to rise due to oil price increases. Exterior street lighting costs have skyrocketed even with the slight decrease in total number of street lights in recent years. One possible cost-effective innovation continued in Fiscal Year 80 was the implementation of high pressure sodium lights to replace the more costly mercury vapor lights.

During 1979-80, the Electrical Department undertook the replacement and expansion of fire alarm equipment as required by state code. Staffed twenty-four hours a day, the Fire Alarm Office handled a total of 8291 emergency calls during 1979-80. Approximately 200 business calls are received and re-directed through the Fire Alarm switchboard per day.

Major emphasis was also given this year to the updating and improving of lighting at ballfields and playgrounds. Lighting is being installed in various small parks and recreational areas and will continue in the next fiscal year.

Civil Defense

In the aftermath of World War II and the Korean conflict, the State Legislature, concerned about potential atomic disaster and radiological fallout, or-

dered the creation of a Civil Defense Agency for every municipality. But Cambridge officials had foreseen the possible dangers and established its own Civil Defense Department in 1948. In March 1950, the first national local civil defense test was held here and received national awards and recognition. Throughout the cold war period, the Cambridge Civil Defense actively concentrated on safety projects ranging from extensive evacuation plans, fallout shelter programs and weekly air raid siren tests.

Today, the Civil Defense Agency has successfully adapted to the changing situations of the 70's and 80's. The agency still maintains an emergency operating center in the basement of the Cambridge Hospital; auxiliary fire headquarters at Fresh Pond; a National Warning System, and 200 stocked and licensed shelter facilities. But the agency also is increasingly active in the preparation for natural disasters and man-made catastrophies. On August 14, 1979, the Civil Defense Office coordinated the planning of a simulated bus/car crash in the rear of the Fresh Pond Mall Shopping Center, testing the readiness of hospitals, Red Cross, rescue companies, ambulance companies in the area.

On April 3, 1980, a locomotive in a Somerville switching yard crashed into and ruptured a chemical tanker car containing 13,300 gallons of phosphorous trichloride. The Cambridge Civil Defense Agency responded quickly to the emergency, establishing lines of communication and co-ordinating city efforts. An emergency information center was set up and the subsequent evacuation efforts in East Cambridge were smoothly and efficiently supervised by the Civil Defense.

Traffic and Parking

The first streets in Cambridge were laid out in a grid with four major roads leading out of the pattern: the highway to Watertown (Brattle Street), the road lying west (Massachusetts Avenue), the highway to Great Swamp (Garden Street) and the road to Charlestown (Kirkland Street). Until World War II, Cambridge streets were relatively quiet and open with the network of trolley lines providing the customary mode of transportation. The great spurt in private automobile ownership following the war, coupled with suburban growth created the aggravating and persistent problem of commuters and traffic congestion.

When the amount of cars in Cambridge doubled between 1935 and 1950, the Traffic Board implemented a number of programs designed to ease the growing traffic problem. Angle parking was eliminated in Central and Harvard Squares, parking meters were installed in 1945, and sophisticated highway studies were conducted. In 1948, serious consideration was given to extending the subway from Harvard Square to North Cambridge. The Traffic Board also built a traffic control tower equipped with a loud speaker in Central Square.

In 1961, the City Council appropriated \$41,070 for the establishment of the first Traffic and Parking Department. During 1979-80, Department projects included the expansion of Line Street Hospital parking lots, Alewife Brook Parkway-Rt. 2 improvements, traffic in circulation studies in East and North Cambridge, truck restriction and speed reduction studies for specific streets and a city-wide street signing program.

The Department Resident Parking program has drastically relieved the parking situation, particularly in Harvard Square, Mount Auburn-Brattle Street area, North Cambridge, Cambridgeport and Mid-Cambridge. With 99% of the city posted for resident parking, the program has resulted in area residents being able to park in front of their homes without competing for parking spaces with non-residents.



Redline construction continues to increase the workload of the Traffic and Parking Department. Above, Excavated Flagstaff Park, facing Harvard Square.

The Department also manages 3 municipal parking facilities. The Bennett Street Parking Facility has been overwhelmingly successful and will become more important to Harvard Square merchants as the Red Line Construction continues.

As a result of the Court Reform Legislation, parking tickets are now the financial responsibility of the City. The Department expects to issue 500,000 tickets in fiscal year 1980-81.

License Commission

The License Commission, created in 1919, is comprised of the Chief of Police, the Fire Chief and a third member appointed by the City Manager. Meeting every Tuesday at 2:00 PM the commission is empowered to issue licenses for almost every commercial endeavor in the city. It also supervises the conduct of the licensee through other city agencies and holds an open hearing to those with a legitimate complaint against any licensee. From its inception the Commission has been one of the largest revenue producing departments in the city, particularly after it was empowered to issue licenses for the sale of alcoholic beverages for the first time in 1933.

Last year, revenue from the various licenses issued continued to increase. This is due primarily to more businesses locating in Cambridge and the regulation of new activities such as automatic amusement machines. Licenses to sell alcoholic beverages was again the largest single revenue producer and the overall increase in revenue in 1979-80 was approximately \$7,540.

Public Works

The initial interest in street maintenance in New-towne emerges from a 1634 Town Meeting entry: "Every inhabitant shall keep the street clean from wood and all other things against his own ground, and who so ever shall have any things lye in the street above one day after the next meeting day shall forfeit five shillings." By 1790, Cambridge roadways totaled about 12 miles of unpaved, unlit paths, still grazed upon by cows. During the first-half of the 19th century, streets were maintained by inmates at the almshouse who were considered semi-criminals and required to perform labor on town streets.

In his inaugural speech in 1846, Mayor Green recommended separation of the Street Department and the Board of Overseers of the Poor. The main services of the department at that time consisted of filling in holes and lanes and watering the crushed slate stone which served as pavement.

The early 1900s saw the Street Department take on additional duties. They started collecting household trash in 1915, a previous function of the Board of Overseers of the Poor.

Snow removal became an increasing budget appropriation, especially after City Hall burned to the ground in 1853 because fire engines were unable to reach the building through the huge snow drifts.

One of the most significant steps toward city government efficiency in Cambridge was the creation of a new Department of Public Works in 1946. For the first time, all resources of men and equipment required to maintain the physical aspect of the city were all under one roof. The maintenance of cemeteries, sewers, streets, and parks and public building were consolidated under one head, with a battery of modern municipal equipment.

Today, the PWD, one of the largest in the city, continues to improve and maintain "physical" Cambridge with 380 employees who literally work 24 hours a day, seven days a week.

The Heavy Equipment and Construction Maintenance Divisions were merged into one unit this year in order to concentrate on construction, street and sidewalk projects and support service to other city departments. During 1979-80, 15.3 miles of streets were resurfaced, 14,027 square yards of sidewalk constructed and 1070 square yards of playgrounds were resurfaced. Special projects for this division in 1979-80 ranged from constructing a recreation field on Portland St. to building a new road in the City Cemetery to preparing a parking lot on Mass. Ave.

The Sewer Department completed 95% of Phase III of the federally-assisted \$15,200,000 sewer/drain construction. Phase IV is 60% complete and the final Phase V will be put out to bid in the fall of 1980. The clam shell basin cleaners continue to remove debris from the basins and this operation, combined with the successful street cleaning program, has greatly reduced the incidence of street flooding during periods of extremely heavy rainfall.

The PWD has continued to take on added responsibilities over and above the normal routine of painting, plastering, general carpentry and moving services in public buildings. Energy-related projects received high priority in 1979-80. Weather strips

storm windows were installed and broken glass repaired at various locations. Extensive energy efficiency tests were conducted on all municipal boilers and electrical systems as part of the general energy conservation program that is now a city policy.

The new Public Works Office Building now includes the city Engineering Department, resulting in an added efficiency, particularly important now that the city is experiencing a heavy construction period with the MBTA Redline Extension, Kendall Square Development and the Lechmere Canal Development.

The methods for planning, evaluating and executing public works operation are improved continually with the refining of the formalization of divisional responsibilities and the performance based budget system. Strong emphasis will be placed this year on the conservation of manpower and equipment to meet future challenging energy needs.

Community Development

"This is one of the neatest and best compacted towns in New England, with many handsome, contrived streets", observed an English visitor in 1633 Newtowne. But it was not until 1913, when the character and development of the town had changed beyond all imagination, that the people took steps to protect their city and guide its growth wisely. Industry and construction had surged, free of zoning laws and building codes. The city planning movement, sweeping the country in the wake of widespread urban expansion, convinced Cambridge residents of the need for intelligent, responsible planning. The Planning Board, forerunner of today's Community Development Department, was appointed in 1913 to "make careful studies of the resources, possibilities and needs of the city". Initially, the Board was handicapped by a lack of funds and served in a purely advisory role. They spent a great portion of their time justifying their existence and explaining the concept of zoning, a relatively new idea at that time.

The first full-time planners were not added until 1945 when an increased budget made possible several preliminary studies focusing on recreational facilities, Veteran's Housing sites, a Memorial Drive extension and the proposed subway extension to North Cambridge. The 1946 report of the Planning Board correctly predicted that there was "much work ahead of

it". The planning function of city government has become increasingly important in protecting and improving Cambridge as a residential city. Thirty-four years ago, planning was allotted \$13,260 and 2 full time planners. Today, with federal funds and the 1974 consolidation of the Planning Department, the City Manager's Office of Community Development and the Model Cities Administration, planning for Cambridge involves 33 staff members and \$1.8 million dollars.

During the past year, the Community Development Department continued to work with community groups, business interests and other city departments on the wide range of planning, design and development issues which affect the quality of Cambridge life. Providing staff support and technical assistance, the Department is responsible for managing over \$10 million in federal funds including Community Development Block Grant and Urban Development Action Grants of the Department of HUD, in addition to grants through the Urban Mass Transit Administration and the Economic Development Administration.

A substantial portion of the Department's work program is devoted to the revitalization plans in the underutilized areas of East Cambridge, Alewife, and Cambridgeport and commercial area revitalization plans along Massachusetts Avenue particularly in Central Square.

In East Cambridge, Department staff are responsible for administering a \$6.8 million UDAG for a revitalization project expected to generate about 3600 new jobs and almost \$6 million in new taxes. The Department also secured an \$800,000 self-help grant from the State Department of Environmental Affairs to fund the acquisition of land around Lechmere Canal for public open space. In conjunction with the UDAG project, the Department initiated a neighborhood stabilization program to preserve the unique character and ethnic diversity of East Cambridge. The City has committed \$3.5 million over 14 years for neighborhood improvements which in 1979-80 included housing rehabilitation and street and park improvements.

In June 1980, the City Council approved a comprehensive rezoning package for the Alewife industrial area, designed to promote new industrial office and commercial development in the area while ensuring environmental protection and maintaining the low-density residential neighborhoods nearby. A \$2.7 million grant from EDA is being used for sewer and roadway improvements to accommodate the new sub-

way extension and the potential new development. The approval of the Alewife rezoning package was accompanied by the City Council's approval of a policy to encourage employment opportunities in Alewife for Cambridge citizens. The department is also involved in a cooperative arrangement with the Cambridge Office of Manpower Affairs so that local training programs are responsive to new employment opportunities.

The Department is also actively engaged in an urban design study of Massachusetts Avenue and the Cambridgeport Industrial District, working with neighborhood groups, landowners and local businesses.

In 1979, the Department made significant progress in the development of new parks and renovation of existing parks and play areas in the City. O'Callaghan playground in North Cambridge was completed and six other open space projects were under construction. The 3.5 acre Riverside Press Park will be the City's largest public recreation area.

Historical Commission

Established in 1963 as the Cambridge Historic District Commission, this body was created to conduct architectural surveys of the City with a view to preserving historic buildings and areas and to mark areas and places of historic interest.

During the past year, the Commission carried out a state funded project to identify buildings and areas eligible for the National Register of Historic Places, a federal program that provides recognition and protection for listed properties without limiting the right of the owners to sell or alter them. Surveying each neighborhood of the city, the Commission identified 143 individual structures and 27 areas as eligible under the National Register criteria.

A second major project was the Cambridge Photo Search Project, a major publicity effort to discover photograph collections in private hands. Employing posters, mass mailings, and radio and television spots, the project was supported entirely by the Polaroid Corporation and a group of Cambridge banks. Over 3,000 individual images were copied and added to the Commission collection, to be used in a 350th anniversary exhibit.

The Commission has continued to exercise its responsibilities for protection of the Old Cambridge

Historic District and to monitor federally funded projects that affect Cambridge buildings and neighborhoods. The Commission continues to participate in the Red Line extension and the East Cambridge Riverfront project. The Commission also administered the City's demolition review ordinance, which protects architecturally or historically significant structures from demolition without review.

The Commission's Preservation Grants Program continued with approximately 30 low and moderate income property owners benefitting from grants and technical assistance for exterior rehabilitation.

Conservation Commission

Increasing urbanization of the 1960's prompted greater concern with environmental quality in Cambridge. Following State-enabling legislation, the Cambridge Conservation Commission was formed in 1967. With the pressure of encroachment on open spaces continuing, the Commission has constantly tried to protect and develop these open spaces to insure maximum usage by its citizens.

Under provision of the Wetlands Protection Act, the commission is responsible for protecting the city's wetlands. The Commission holds public hearings on projects proposed for these areas and issues orders of conditions to monitor projects affecting Cambridge wetlands. A substantial portion of the commission's activity is devoted to monitoring the future uses of the Alewife wetlands, resulting from activities associated with the MBTA redline extension and the city alewife revitalization plan.

A new program supported by the Commission is the recently established committee on public planting which permits citizens input in public plantings, including the selection and care of street trees.

Rent Control

The Rent Control Board had a rather turbulent beginning as a city department. In 1970 and 1971, Rent Control funds were part of the City Managers total budget. In December 1971, the City Council voted to rescind Rent Control, abolishing the board but less than a month later, after a new City Council convened, rent control was re-adopted. The Rent

Control Board took office February 1972 with membership appointed by the City Manager.

During the past year, the Rent Control Board approved regulations to authorize a general upward adjustment in maximum legal rents. In August 1979, the Board mailed notices of an upward general adjustment to landlords and tenants for 3009 rent controlled properties, the majority of these apartments receiving a 9.5% rent increase.

In April 1980, the Board held a Public Hearing to determine the need for a general rent adjustment in 1980. Since determining that a general rent adjustment is necessary, the Board is presently considering regulations for it.

The following represents a summary of the 1979-80 activities of the Rent Control Board.

- 1 Public Hearing
- 50 Regular Business Meetings
- 228 Individual Rent Adjustment Petitions
- 731 Applications for Certificates of Eviction
- 113 Tenant Complaints
- 157 Special Cases
- 91 Applications for Removal Permits

Water Department

The first town spring was dug in 1642 next to Robert Dunster's barn "for watering men and cattle". The site of Newtowne was chosen by early settlers because of the plentiful supply of water from nearby streams and springs. In 1700 a Water Control Committee was set up to regulate watering places and cattle were ordered pastured and watered at the Charles River near the Watertown line.

A 103 foot well dug in Cambridgeport provided an ample flow of water for many years until the Cambridgeport Aqueduct Company was formed in 1837. This company supplied the lower port from a Somerville spring through log pipes. As the population increased it became evident that an additional water supply was needed. In 1865, the City took over the Fresh Pond Water Works at a cost of \$291,400 and rebuilt and enlarged the Fresh Pond Reservoir over the next two years. In 1923, a large purification plant at Fresh Pond was constructed providing specially filtered water for the City.

Today Cambridge still operates its own system and does not rely on MDC supply as do most other Greater Boston cities and towns. The system includes

sources from Hobbs Brook, Stony Brook, Fresh Pond and Payson Park. During Fiscal Year 1979-80, 6,365,000,000 gallons of water was produced, a decrease in gallons per person per day based on population of 102,000 from 182 to 170 gallons.

A meter program and immediate correction of leaks in the system resulted in increased accountability of water produced versus water consumed. Major efforts during 1979-80 to maintain water facilities included the renewal of mains in DeWolf, Fayette and Chestnut Streets, replacement of an obsolete and electrical pumps control center at the Water Plant, maintenance of the dams at Hobbs Brook and Stony Brook and improvement of security and facilities at Fresh Pond.

Health and Hospital

Cambridge City Hospital received construction authorization in 1911 and opened as a fifty bed facility in 1917. Even with this new hospital and a fifty-bed wing added in 1922, the demand for hospitalization was far in excess of the capacity. In 1931, a third wing was added with a children's ward and additional operating rooms, bringing the capacity of the Hospital to 200 beds. A maternity building with provision for 100 mothers and their babies was constructed in 1940. Over the last two decades, the Hospital has undergone many facelifts and renovations and was totally rebuilt in the late 60's.

Today, the Cambridge Hospital has grown from a small fifty-bed facility to one of the major teaching hospitals in Greater Boston, affiliated with the Harvard and Tufts Medical Schools. The Hospital provides a comprehensive network of outpatient services including Adult and Pediatric Neighborhood Health Centers, a Primary Care Unit, Specialty Clinics and a twenty-four-hour Emergency Room at the Hospital. There is also a Day Surgery Center in which surgical procedures not requiring an overnight stay are performed on an outpatient basis.

The past fiscal year was a difficult period for many health care institutions. The unprecedented rise in prices throughout the economy had a particularly strong impact on the health care industry where large quantities of food, fuel oil, textiles and petro chemical supplies are everyday consumption items. Cambridge Hospital fared well in providing medical services, continuing a steady pattern of service expansion and program development through the combined

efforts of public officials, hospital staff and community residents.

Specific program development areas during the year included the establishment of ambulatory dental services at the Hospital, expansion of the primary care unit, assignment of additional neighborhood health center physicians, establishment of evening hours at several health clinics and improved logistics at the Day Care Surgery Center.

Energy conservation was a major concentration in the area of capital improvements. A major bond issue package has been initiated which includes an updated, more energy efficient power plant and a more energy efficient air conditioning system. The bond issue also will provide for enlarged outpatient and emergency room facilities and updated technology in the laboratory and X-ray areas.

The net result of these combined efforts is that better and more extensive services are provided at reduced costs to Cambridge residents. Operating expenses increased by 7.7% over the past year but operating revenue improved by 16.3%, resulting in a substantially more favorable year and financial position.

Admissions	6 597
Patient Days	
Medical	16 014
Surgical	19 188
Pediatric	2 596
Psychiatric	7 274
Obstetric	3 191
Gynecological	878
Alcohol	2 799
ICU	1 993
Newborn	2 878
Total	56 811

Average Length of Stay	8.6 days
Emergency Room Visits	29 511
Outpatient Dept. Visits	28 500
Adult NHC Visits	21 701
Pediatric NHC Visits	45 042
Day Surgery Cases	806
Surgical Procedures	3 175
Anesthesia Cases	3 200
Deliveries	648
Volunteer Hours	49 477

Neville Manor

Shelter for the homeless, aged or infirm has been provided in Cambridge since 1779, when the town meeting voted to purchase a house for the needy of the community. The building they bought lasted only a few years and another structure served as the "poor-house" until 1851, when the City erected a stone almshouse which would be used for 78 years. In 1929, the City Infirmary was built on Concord Avenue in what many believed to be the finest and most modern facility in the area.

In 1974-75, a new \$2.5 million rehabilitated wing of the Cambridge Infirmary was constructed, accommodating 160 patients. During that year the Infirmary was renamed "Mayor Michael J. Neville Manor" in honor of the former Cambridge Mayor and Member of the House of Representatives. The institution's mission has changed over the years with the community social needs so that today it constitutes a major line in the health care network serving the City's elderly population.



Guests at the annual summer picnic held at Neville Manor.

Neville Manor is a place where elderly persons come to live in health and comfort and to that end greater emphasis has been placed on external social activities, encouraging outside groups to come to the facility. The past year's 500 hours of volunteer services was an all-time high in donated services, a by-product of the forging of stronger ties with community residents. A concerted effort to familiarize the community with the institution and its therapeutic

programs has resulted in a significant increase in patient visitations on a regular basis.

During the past year, Neville Manor received a certificate of need from the Department of Public Health which will allow bed capacity to be expanded by approximately 25 beds on the third floor of the West Wing.

Library

The payment of one dollar per annum and residency in the city entitled citizens to use the first library in the city of Cambridge. The Cambridge Public Library had its origin in the Cambridge Athenaeum which was erected on the corner of Main and Pleasant Streets for the purpose of providing a lyceum, a public library, and lectures on scientific and literary subjects. The library was opened to the public in 1857 and became known as the Dana Library.

Crowded conditions forced the library to move in 1866 to the Masonic Building at Main and Temple Streets. The name was changed to the Cambridge Public Library and the fee of one dollar was abolished.

Cambridge was rapidly being transformed from a collection of villages into a compact municipality and with this change came a desire on the part of many citizens to enlarge the scope of the library and make it more useful to the city as a whole. To meet the increasing demands, it was necessary for the library to have a home of its own. The problem was solved with the generous offer of a large tract of land on Broadway and the erection of a suitable building thereon by a former Cambridge resident, Frederick H. Rindge. A magnificent Romanesque structure of Dedham granite and sandstone was opened to the public in 1889.

As the city grew so did the library, necessitating the establishment of neighborhood centers to reach people who would not otherwise make use of the central library. The Branch network of libraries began with the establishment of the East Cambridge Branch (1897), North Cambridge (1906), Central Square (1913), Field and Mount Auburn (1916), and Observatory Hill (1927). These libraries moved from time to time to various locations in their respective neighborhoods, ending with the opening in 1976 of a handsomely designed building in Central Square.

Ribbon cutting ceremony marked the opening of the new Observatory Hill Branch Library on Monday, September 24. Assisting in the ribbon cutting from left to right:

Bliss Matteson, Branch Librarian; Peg Callahan, Peabody Community School; Kim Danielson and Tommy Cahill, St. Peter's School; Olive Johnson, Library Trustee; James L. Sullivan, City Manager; Sandra Graham, City Councillor; Joseph Sakey, Library Director; Alma Boudreau, Chairman, Library Trustees; Frances McFadden, Hill resident; Mary Ellen Preusser, City Councillor; Kevin Crane, City Councillor.

(Photo, Ken Williams) September 24, 1979



The Number is 864-8819.

A young patron uses Cambridge Public Library's new service — International Story Line. A world of tales by telephoning the library 24 hours a day, 7 days a week.

September 1979

The 1970's saw the Cambridge Public Library broaden and expand its services. Neighborhood and ethnic committees were established and the library demonstrated a creative concern and an ability to identify and relate to their needs. As the library became more involved in the neighborhood and ethnic life of the community, it became stronger and more vigorous. Black studies, Greek, and Spanish materials were purchased for the Central Square Branch; Portuguese books for the Field Branch; and Irish, Italian, Lithuanian, and Polish books for the Ethnic Heritage Center at the East Cambridge Branch.

The Cambridge Public Library faces the coming decade aware that it is not a mere storehouse for books but that it is a real living part of the lives of Cambridge citizens. The library is the one institution that can serve the entire community.

LIBRARY SERVICES

Library Materials circulated	563 570
Materials reserved for patrons	23 043
Queries by Patrons	163 443
Senior Services	
Books Circulated	4 371
Activities	66
Audience	1 972

COMMUNITY OUTREACH

Activities	4 828
Audience	137 046

LIBRARY RESOURCES

Additions to collection 1979/80	27 989
Withdrawals 1979/80	9 322
Present Collection	
Books	412 038
Audio Visual Materials	19 957
TOTAL COLLECTION	431 995

Women's Commission



Cambridge Commission on the Status of Women at the Outdoor Office Day in the Fresh Pond Shopping Center. From left to right, Ines Casademont, Executive Director Kathy Glynn, Anita Constantine and Charlotte Morris.

In February 1977, Cambridge neighborhood women who had devoted their time and energy to the passage of the Massachusetts Equal Rights Amendment met to assess their accomplishments and to talk about the future status of women in Cambridge. Their spirit was strengthened by the knowledge that Cambridge residents had voted in favor of a state ERA by a 3-1 margin. An Ad Hoc Committee to form the Cambridge Commission on the Status of Women was begun in April 1977 and in September the CCSW won establishment via city ordinance, becoming a department of the city. The initial twenty volunteer Commissioners were appointed in June 1978.

The main function of the Commission is to act as a centralizing force in both city government and the community at large, concerning all issues affecting the lives of women. The Commission provides technical assistance, information, referrals and guidance to individuals, agencies and organizations involved in eliminating discrimination against women.

In the past fiscal year, the Commission strengthened its membership with women representing a wider spectrum of ages, neighborhoods and races in Cambridge. A pilot project, PROJECT SHARE in North Cambridge, brought together groups of women to exchange women's and children's clothing and to share ideas and community resource information. Luncheon seminars sponsored by the Commission were held for city employees with topics covering a

wide range of issues affecting women and featuring various keynote speakers. Another successful project was the "Women's Work" photo exhibit, a compilation of 50 pictures of Cambridge women at work in diverse settings. The exhibit covers the period from 1850 to the present and is now touring the city in neighborhood centers, libraries and exhibit centers. The Commission has also implemented the outdoor office hours coming to different areas of Cambridge making available numerous materials on educational opportunities, career issues, health care and day care services, legal referrals and counseling agencies.

The intention of the CCSW is to continue developing programs and activities which stress high visibility and benefit to communities in Cambridge, encouraging direct input and involvement from women of varied backgrounds and interest. The programs will continue to range from the educational and cultural like the photo exhibit to the practical and informational like the Project Share.

Recreation Department

Open space and recreational activity proponents met opposition in 19th century Cambridge. In 1831, a fierce battle was waged over enclosing the Cam-

bridge Common as a public park. Throughout the industrial growth period, park system advocates met opposition from businessmen anxious to keep riverfront land available for industrial development. In 1892, a citizen commission convened to report on public recreation of all types, particularly the possibilities of the riverfront. As a result of this commission, the City Council created the Board of Park Commissioners and in 1893, hired landscape architects to lay out a city-wide system of parks at the cost of \$2,000,000 over 15 years. One of the architects, Charles Eliot, perceived early that the riverfront was Cambridge's primary open space and he urged the City to acquire every purchaseable portion of it. This far-sighted plan was the basis of the future Cambridge recreation system.

In 1894, a pond was acquired and filled in by the city, creating a playground at what is now Hoyt Field. That same year, a foundry was filled in creating Donnelly Field. Open spaces and recreational facilities increased and improved as the city realized the possible adverse effects of urbanization on its residents.

In 1921, the much discussed riverside parkway was turned over to be maintained by the Metropolitan District Commission. At this time, the Park Department emphasis was shifting from trees and visual beauty to playgrounds and expanding sports facilities. Its Superintendent scorned park maintenance as manual work which should not be his concern. In 1946 he triumphed: the Recreation Department was born and park maintenance became a function of the Department of Public Works. Subsequently in 1945-50, the budget for active recreation in the city doubled.

In a city of over 100,000 in less than 6 square miles, recreation becomes a matter of civic responsibility. Last year, Cambridge spent 1.5 million dollars on activities including drama, dance, music, art and a wide variety of organized athletic leagues. The summer program supported staff supervision at 34 playgrounds, softball leagues with 116 teams and 1740 participants, youth baseball, and tennis activities at 13 courts. In the winter one can choose from gymnastic classes, basketball leagues with over 1000 participants, exercise classes for women or a toboggan shute at Fresh Pond. In addition, the department rents ice time at MDC rinks for the ice hockey program.

The recreation department also sponsors a highly successful Senior Citizen programs that involved more than 1000 elderly in special holiday programs, ceramic classes, weekly bowling and over 20 trips. In



Kick-off of Citywide tennis tournament sponsored by the Cambridge Recreation Department and Pepsi-Cola.



addition, the Recreation Department supervises 5 teen centers offering a casual atmosphere of recreational activities for about 2,000 teenagers. Three pools, including a portable pool located across from the Washington Elms housing development, are maintained by the city as well as a popular golf course at Fresh Pond which brought the city over \$70,000 in revenue last year.

Civic Unity

Appointed by the City Manager in 1945, the Civic Unity Committee is the oldest of its kind in Massachusetts and second only to New York City on the national level. Designed to bring about understanding

and co-operation among ethnic, racial and religious groups, the Committee has held workshops, clinics and seminars to foster democratic attitudes and protect the rights of minorities, economically, politically and culturally.

Due to the vacancy of the office of the Executive Director, the functions of the Civic Unity Committee were severely curtailed during the past year. One highlight was the April seminar "Cambridge, A Neighborhood of Unity and Harmony", a two-part effort with an afternoon of workshops touching on education and its relation to the family, the church, the school and recreation.

Community Schools

A major element in the comprehensive Mid-Century Cambridge plan of 1950 was the multi-purpose use of community facilities. School buildings would serve as neighborhood centers, providing educational, recreational and social activities for residents of all ages. The concept was not implemented until January 1969 when 14 neighborhood councils were formed to plan, participate and evaluate the services, classes and activities in the neighborhood. The program has developed in direct response to needs determined by neighborhood residents in cooperation with other local agencies, institutions and departments.



Cambridge youngsters enjoying Community School activity at the Morse School.

On June 21st, Civic Unity sponsored its first PREP TALK (People Responding to Everyday Problems), a forum which brings together citizens and experts from the various fields to discuss matters of public interest.

In addition, Executive Director is an active member of HUD Community Housing Resource Board whose purpose is to establish criteria and guidelines to alleviate discriminating practices in housing through recommendations.



Youngsters at Cooper Tot Lot during Physical Fitness Program sponsored by Community Schools.

Last year, the facilities and programs of 15 community schools were utilized by all age groups for educational, cultural and leisure time activities. During 1979-80, important developments were made in the areas of programming for Senior Citizens and Child Care.

In its Senior Citizen programming, Community Schools sought to provide activities that enhance the quality of life of the elderly in each neighborhood. A specific effort has been made to hold more special gatherings like hot lunch programs, nutrition and energy workshops. Activities ranged from weekend trips throughout New England, shopping mall visits, talent shows and a highly successful poetry workshop. Many Cambridge seniors are involved in the Foster Grandparent program, working with young children in the child care program.

Pre-school and after-school child care was extended to meet the needs for quality, inexpensive child care for the working parent or simply for parents who want to provide enrichment for their child. Schools have added more flexible pick-up times and more activities have been added including drama seminars, museum trips and ballet performances.

One popular program expanded during the past fiscal year is the college course offerings, allowing Cambridge residents to take courses at their neighborhood school for college credit. Adult education offerings were co-ordinated and published for the first time in a booklet "New Directions". Many adult education courses have been held at the local community schools and in some cases it was the neighborhood councils that monitored the interest and needs of the community to determine what courses were wanted and needed.

Each of the 15 Community Schools has programs for every age level and are able to respond directly to varied local needs. Designed to bring neighborhoods closer, the activities are accessible to all because each elementary school is within walking distance of every Cambridge home. Community Schools continues to live up to its mandate: to provide opportunity for city residents to design and implement a program tailored to meet their neighborhood needs.

Cambridge Office of Manpower Affairs

During 1975-76, the Cambridge Office of Manpower Affairs (COMA) replaced the Cambridge Manpower Administration as the vehicle for city involvement in the areas of resident training and employment. COMA directly oversaw the implementation of public service employment projects funded under Titles II and VI of the Comprehensive Employment and Training Act of 1973.

In the past year, COMA has started to make a major transition (as have CETA organizations nationwide) from a public service employment as a major activity to job search assistance, economic development and training. In the long run, the emphasis will be on private sector employment: PSE will be replaced to a large degree by job assistance programs such as the Job Factory. In addition, Classroom Training programs are presently being developed with major local employers and On-the-Job training (OJT) contracts have increased by 40% over the past year.

The Job Factory For Youth, a national demonstration project funded by the Department of Labor, has already served 210 unemployed Cambridge youths and reports a placement of 65%. This program has proved to be one of the most successful projects in the country dealing with the problems of youth employment.

Youth Resources Bureau

Created by a Law Enforcement Assistance Administration (LEAA) grant in 1969, the Youth Resources Bureau began delivery of services to Cambridge youth in the field of crisis intervention. When the initial five-year grant expired and YRB became a department of the city in 1975, its mandate changed. The focus then became delinquency prevention, although the Bureau continues to work with crisis situations. Neighborhoods with large youth populations were identified as target areas and outreach workers were assigned to each area. In response to successful contacts with the community, YRB expanded its staff to include a Resource Component for referral, family and school-related work and program development and implementation.

In its eleven years, YRB has continued to expand and strengthen its components. Outreach has continued to base itself within the targeted neighborhoods, offering programs that are tailor-made to the specific area and participating youth. Life-skills programs are available dealing with alcohol and sex, nutrition, and career-awareness. Special interest programs like the Cambridge Youth Basketball League, the Jefferson Park Wilderness Leadership Group and the Cambridge Youth Ski Club incorporate educational information in the context of a recreational experience.

NYPUM (National Youth Project Using Mini-Bikes) is another ongoing program which the Bureau co-ordinates and maintains. Servicing over 120 youths, this delinquency diversion program is designed to provide structured group activities for hard-to-reach youth via a motivation tool, the mini-bike. The culminating activity of the program, the four-day Annual Northeast NYPUM Rodeo, offers a unique opportunity for our youth to meet other adolescents from a seven-state area.



The Youth Resources Bureau services the needs of Cambridge youth in crisis prevention and delinquency prevention.

Resource co-ordinators work to provide technical and specialized support for the Bureau in the areas of Family, Education and Human Services. Through the co-ordinators, programs focusing on tutoring, family counseling, fund-raising for neighborhood projects and technical assistance to community organizations have been established. In conjunction with several other city agencies, the Human Services Co-ordinator has been a key factor in the creation and implementation of a unique city-wide racial/cultural awareness program, "Around the Corner". The family resource co-ordinator, along with the Adolescent Consultation Services, was responsible for acquiring funds for "Project Together". This program geared to serve 50 Cambridge families with acting-out adolescents, provides diagnostic assessments of family and child. Those families which are accepted will receive support and/or advocacy with other agencies, referrals for services, counseling, adolescence activity groups and parent groups. Additionally, youth-related information is disseminated through CONNECTIONS and other literature. The Resources component has also provided YRB clients with assistance in education and in the past several years has sponsored and successfully obtained Christian Herter Scholarship Awards for three Cambridge Youths.

One area in which YRB expanded its services is in the area of youth employment. The Youth Employment Readiness Program (YERP) is designed primarily to meet employment needs of those youth between 16 and 21 years of age who have dropped out of high school. Focusing on providing fundamental job skills, YERP has serviced over 500 youth, placing 180 in full or part-time employment.

Special projects which the Bureau has undertaken include the Youth Information Dissemination Project (YIDP) and the Early Warning Project (EWP). In each program, targeted youth from across the city were selected according to each program's criteria. YIDP placed 8 of its 13 clients in full-time employment with 3 others entering GED programs. EWP has been very successful thus far, as all 10 participants have returned to school this fall.

Veterans' Services

When President Lincoln issued his call for 75 000 volunteers after the fall of Fort Sumter in 1861, on the very next morning Captain James P. Richardson and 95 members of his company assembled and marched to the State House. This was the first company of volunteers to report for duty in the Civil War. The dependents of these men and others later to join the fighting were paid War Allowances by the State as were disabled veterans after the war. When Federal pensions were granted, the amounts were so small that the state had to supplement them and the entire program was administered by the city government. Because of an increased workload, the first Veterans' Agent was appointed in 1887. At the outbreak of World War I, a separate Department of Soldiers Aid was established, to be consolidated in 1944 with the creation of the first Veterans' Service office where "World War II veterans can obtain under one roof all the services necessary upon transfer from military to civilian life".

Today, the Department of Veterans' Services operates under Massachusetts General Laws Chapter 115. The Director of Veterans' Services is in charge of the Department, the function of which is to furnish information, advice and assistance to veterans and dependents as may be necessary to enable them to procure employment, education, hospitalization, medical care, compensation, pension and various other benefits.

The Veterans' Agent disburses city funds to provide food, shelter and medical care to needy and eligible veterans and their dependents. Claimants must be actual residents of Cambridge before they or their dependents may apply for these benefits. Funds so expended by the city are reimbursable at the rate of fifty percent by the Commonwealth of Massachusetts.

The Department of Veterans' Services co-ordinates with the Cambridge Veterans' Organization in public celebrations, as well as in decorating graves, streets and public squares named in honor of deceased veterans.

Council on Aging/Elderly Services

The Council on Aging/Elderly Services Department was established on June 8, 1970 with a beginning appropriation of \$7,500. The Department has made great strides in the last decade, increasing services and programs, involving more elderly and attracting federal grants. Direct-service programs administered by the Council reached over 5 000 in fiscal year 79-80.

A highly successful new program, Dial-a-Ride (DART), was introduced, offering elders taxi-like service anywhere in Cambridge for only 50 cents. DART provided over 7 200 trips to 1 900 riders. The Council bus program was also expanded by 20%, providing 120 excursion trips to clubs, drop-in centers and nursing home groups.

Several Council programs were aimed at blunting the sharp edge of inflation. Registration day was held for the MBTA half-fare pass, trained income tax assistance was provided and discount cards and free parking stickers distributed. The Council continued to offer free comprehensive eye examinations in conjunction with the Massachusetts Society for the Prevention of Blindness. Last year, "Project Bright Eyes" served 114 people.

In 1979-80, the Council shared in the local preparation for two forums in which elderly people will voice their concerns. The Silver-Haired Legislature, a three-day simulated legislative session is planned for November 1980 and the White House Conference of Aging, a national event occurring every ten years, is slated for December 1981.

Emergency energy programs were a prime concern of the Council last winter. Its most important role was as a liaison for elderly applicants to the Emergency Community Action Program, as many elderly clients appealed to the Council when their payments were delayed, they received shut-off notices or ran out of oil.

Although not a casework agency, the Department continued to provide individual guidance in coping with the red tape and delays that can perplex old age. About 20 elders a month were seen in informal counseling sessions. The council advocated with other social welfare agencies on client's behalf in 14 cases each month and intervened with emergency help 6 times in an average month.

A main function of the Council on Aging is to reduce isolation and ensure access to services. The Department fielded 145 phone calls per week, distributed printed 4 000 newsletters monthly, 1 500 copies of Elders Guidelines handbook. In addition, neighborhood workers made over 2 000 visits to elderly people in their homes during the past year.

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